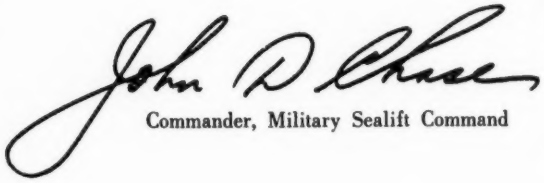
SEALIFT

APRIL 1973

The way it is...



Commander, Military Sealift Command

My message this month is hard to write. In the past year, most of my remarks have dealt with the outstanding performance of MSC. They have attempted to recognize the many individual contributions by MSC people which made that outstanding performance possible. Now we are faced with a new challenge, equally demanding but much different in nature—the challenge of phasing down MSC operations.

Current projections indicate that we will lift about the same amount of cargo this year as in Fiscal Year 1965, the year in which Southeast Asia requirements really started to grow. The amount is approximately half of that carried during peak years of the Vietnam conflict. Next year, estimates indicate, MSC tonnage will be approximately that of Fiscal Year 1960—about a third of that carried in the peak years of the war in Vietnam.

Obviously, with such drastic reductions in cargo requirements, we must cut back the numbers of operational ships. We already have begun to do so and are taking ships out of service. There are bound to be additional cutbacks. An inevitable consequence is a loss of jobs, particularly seagoing positions.

It is with great regret that we take these steps. I would be remiss if I did not again express my appreciation of the professionalism, the dedication and the hard work of MSC mariners.

We continue to hope for and to seek an expanding role in support of the Navy fleets which will result in additional seagoing jobs. The skills and the overall professionalism of MSC merchant mariners can make an invaluable contribution to the Navy fleets.

As necessary actions are taken, we shall do all that we can to keep you informed while at the same time seeking to insure that reductions in and additions to our fleet coincide as much as possible to alleviate unnecessary layoffs. In the meantime, I encourage everyone who may have questions to seek information from your supervisors, commanders and personnel officers so that we limit the dissemination of morale damaging rumors which inevitably develop in a changing environment.

ON COVER: Art by Bonnie D. Hooven

SEALIFT

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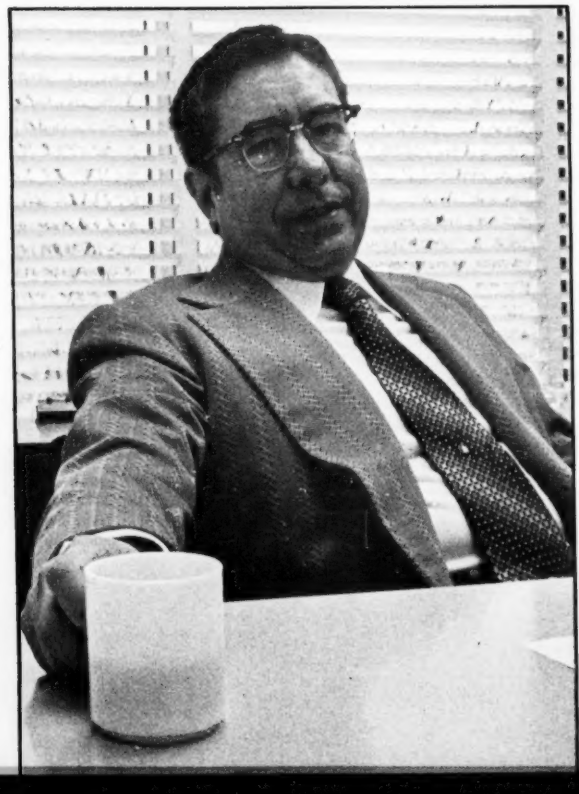
"I'm learning too..."

Editor's Note: Lt. Cmdr. William A. Callis is the MSC drug control officer. Following is a summary of a brief interview with him which centers on Navy efforts to minimize drug problems.



SEALIFT: **Do we really have a viable drug program that prevents drug abuse?**

CALLIS: No, the Navy doesn't really have a program that prevents the use of drugs. It's passive, not active.

SEALIFT: **Meaning?**

CALLIS: If informing people to the dangers of drug abuse is indeed a program, then it is active. It educates the potential user—and those who use drugs. There is an active drug exemption program which gives the user an opportunity to come to a representative and say, "Look, I'm hooked, help me." It's a good program, it gives the man a chance. There is no punishment if he voluntarily seeks help. A man has up to 24 hours to contact the representative if he is identified as a user in an exemption disclosure, or identified in an approved testing program.

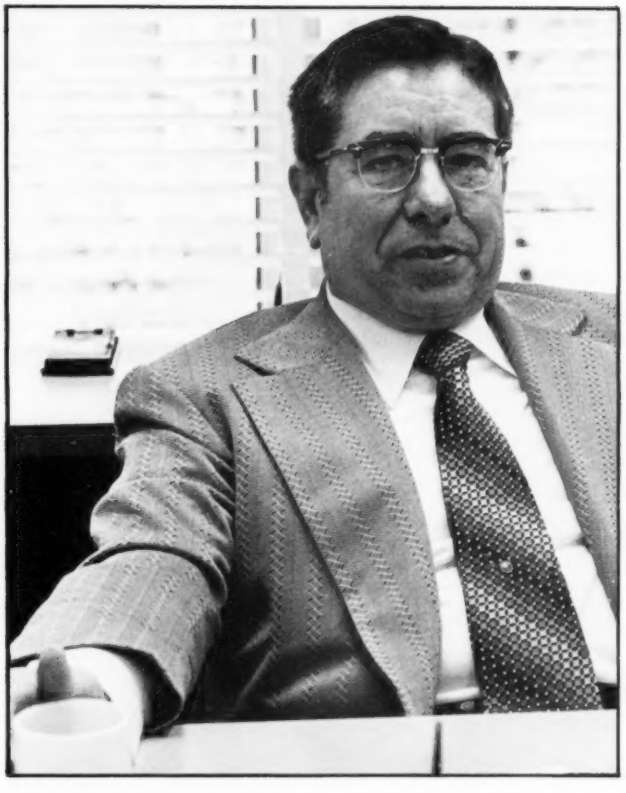
SEALIFT: Is this new?

CALLIS: Yes, two years ago if a man had a drug problem or something else, if he was a homosexual for instance, that would be it. He would be finished, out the next day. Now, the problem of drugs is considered a disease, something that can be cured, and the patient can be returned to full duty without prejudice.

SEALIFT: Are there any other programs?

CALLIS: There is a urinalysis testing program to identify drug addicts which all men and women on active duty must participate in two or three times a year. There are numerous information pamphlets, movies and seminars which deal with both drug addiction and alcoholism. Navy has a four-week school in San Diego to educate drug abuse counselors. The programs are many and varied.

"This is a time in our society when the drug culture has been blown way out of proportion."



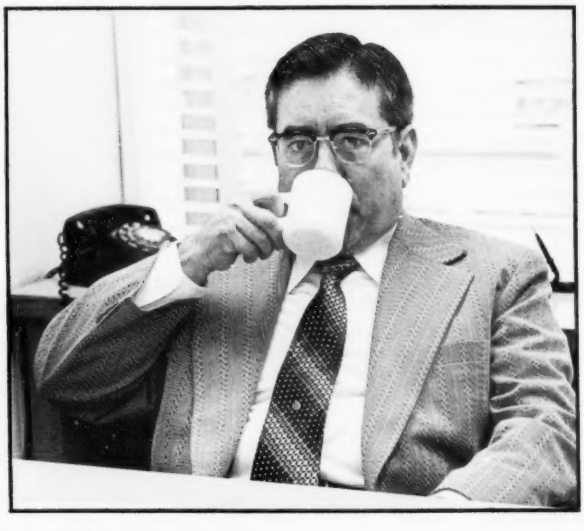
SEALIFT: What prompted your interest, how did you become the drug control officer for MSC?

CALLIS: That's easily answered. I have young children. This is a time in our society when the drug culture has been blown way out of proportion. I am educating myself, trying to learn the facts, and help people who have a problem.

SEALIFT: Let's change the subject a bit. Marijuana. I know what your official position is, or rather what it must be. What's your personal opinion?

CALLIS: They coincide closely—my official and personal positions. I believe that the introduction of artificial substances into one's system, be it alcohol or drugs is a cop-out. If it's necessary for a man to take a slug of booze or smoke a joint in order to go home and face his wife and kids, then something is really missing in that man's life. I can understand the temptation—a result of social pressures and claims that it's an enjoyable experience. But, it's not legal—and that's a point which should be kept in mind.

"How to convince him I'm really on his side."



SEALIFT: O.K. Suppose a sailor came in to talk to you who had been out on the line for 57 consecutive days, as was the case with the carrier Enterprise, and he said, "I sat out there, somewhere I didn't want to be, and fired on the shore line for 57 days, and everyday, every hour, I was smoking some grass. Cause, man, I just can't stand it."

CALLIS: First thing I'd do is sit down with him and talk it out. A man can come in here and talk for half an hour and not say what he actually wanted to say. I have to try to hear the things the man doesn't say. I'd ask him to turn himself inside out, to look at himself, and then ask: "Why am I on this stuff–Can I really control myself?" He has a problem, but I have one almost as big.

SEALIFT: What is that?

CALLIS: How to convince him I'm really on his side.

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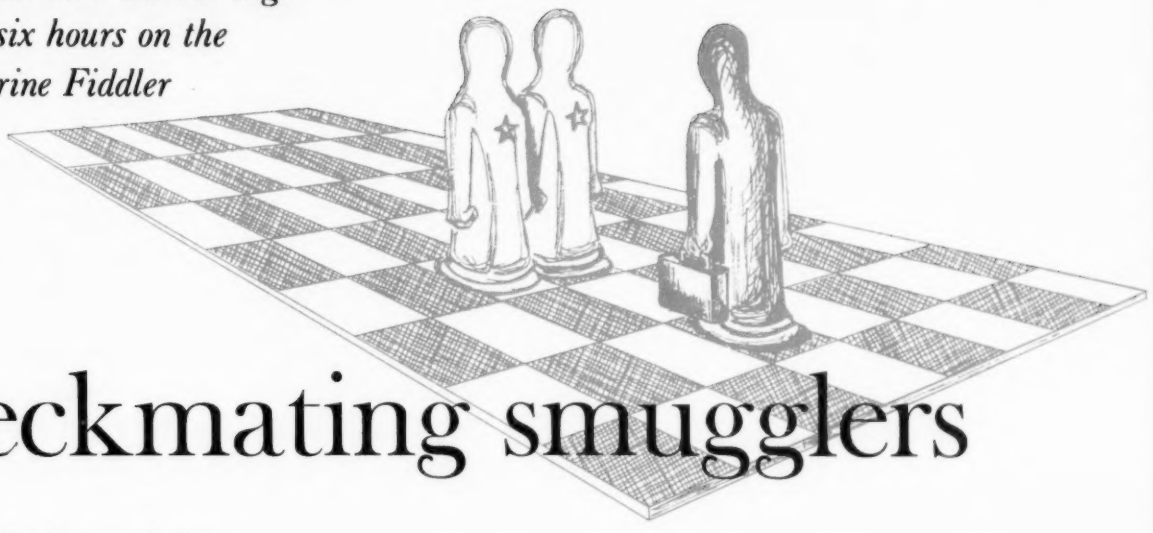
Seventy-eight men and six dogs spend over six hours on the USNS Marine Fiddler



Checkmating smugglers

photos and story
by
JO1 Dan Hansen

It sounds like an easy job, searching a ship. Go aboard, look through all the compartments and that's it. And, if you have 78 men and six drug detecting dogs, the search should be that much easier.

But, the saying is much earier than the doing. Consider the case of the U.S. Naval Ship Marine Fiddler. The Fiddler is part of the Military Sealift Command, Atlantic fleet but under operational control of Military Sealift Command, Far East.

The Marine Fiddler is 455 feet long and 62 feet wide. Empty, the ship displaces over 4,000 tons. Fully loaded, it carries more than 8,000 tons of cargo.

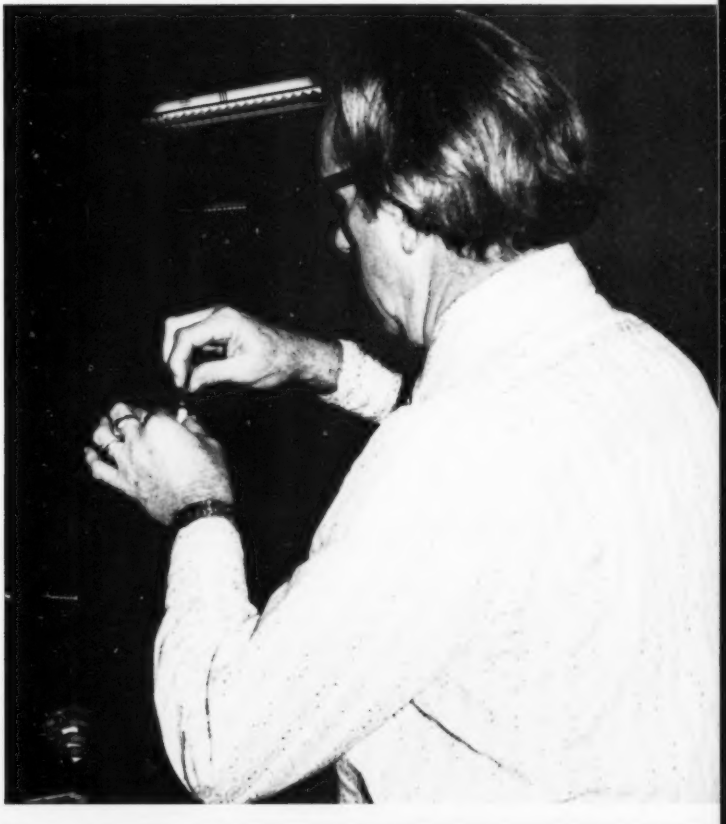
It is a honeycomb of living compartments, offices, storage spaces, pipes, wiring, ventilators and just about every kind of nook and cranny imaginable. Hiding places on a cargo ship are virtually unlimited and if anyone aboard is interested in smuggling something, he has a lot of room to hide it.

When the ship arrived at Yokohama in January, it was the first U.S. Naval Ship to be quarantined and searched under a new Department of Defense drug supression program. The program, being carried out by Defense agencies throughout the Far East, is aimed at stopping the flow of contraband goods before they reach stateside ports.

"We are interested primarily in drugs," said Mr. Edwin D. Ferretti, Far East's legal counsel and overall coordinator of the command's customs program.

"This will be a continuing effort," he said. "Periodically, we will pick a ship at random and search the ship's spaces. In addition to drugs, we will be looking for all types of contraband, including alcoholic beverages, guns

INSTRUCTION: Prior to the search, Ken Clark showed searchers how to use drug identification kits.



and ammunition. This flow of contraband into the states has become a very serious problem, and if we do our part to stop it on this end, it will help the U.S. Customs' effort tremendously."

The Military Sealift Command, Far East; Army, Air Force and Navy; Naval Investigative Service Office, Japan; and U.S. Customs Bureau were represented in the 78-man search party that met the ship when it tied up at North Pier, Yokohama.

The men were broken up into 12 three or four man teams with each team assigned a different area of the ship. Included in the party were six drug detecting dogs, four from the Air Force's 475th Air Base Wing Security unit and two from Navy security divisions.

Men and dogs covered the ship meticulously for more than six hours, searching all living compartments, offices, personal clothing and gear belonging to the crew, and cargo and engine room spaces.

The search netted four gallons of alcoholic beverages, which were turned over to the ship's master, and two small packages of marijuana. In one of the crew's staterooms, grains of marijuana were found in a drawer. No arrests were made since individual responsibility could not be determined.

Ken Clark, Far East training officer, and Homer Hachiya, head of Far East's supply material branch, both authorized federal customs inspectors, were on-the-scene coordinators for the search. They assigned search areas and supervised the overall effort.

"We established a precedent," Clark said. "Word about this will get around to the ships operating in the Far

BEGINNING: The search party files aboard the Marine Fiddler.

JUST IN CASE: A small craft with Navy divers aboard guarded the outboard side of the ship to prevent contraband from being thrown over the side.

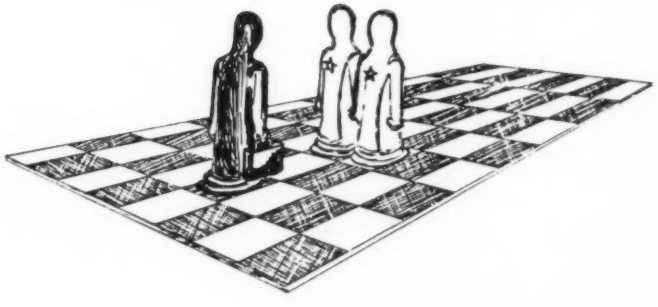
CANINE HELP: A drug detecting dog from the Navy's security division at Yokosuka searches a stateroom.

East. The fact that we will be doing this periodically, picking ships at random, is going to make people think twice about smuggling anything."

"Actually, we were working under a handicap because few of our men had ever been on a cargo ship, let alone searched it. But, next time they'll know more about it."

Future plans for the MSC area command's drug supression program call for training men in out-port offices in search techniques. The command has offices in Okinawa, Taiwan, the Philippines, Korea and Thailand. Each will be supplied with a drug identification kit and will be trained in customs inspection procedures. Key crewmen aboard Far East-based Military Sealift Command ships also will be trained and will be responsible for security of their own ships.

It is difficult to predict how the program will work. And it will be some time before definite conclusions can be drawn as to its effectiveness. However, in the shadow war being waged between U.S. Customs officials and smugglers of drugs and other contraband, the Customs Bureau appears to be winning. Introduction of this program within Military Sealift Command, Far East should provide one more block against the illegal transport of contraband items.



Advent of the ship's stores container brings

A new wrinkle

Introduction of the container to the maritime industry may well be the greatest breakthrough since advent of the steam-powered turbine engine. Though this may be an overstatement, the fact that the container ship has revolutionized ship turnaround time and productivity is not questionable.

Replaceable components in a television set serve as a good comparison to the latest in container ship innovation. Today, ship stores for a month-long voyage, all the ship's cargo and even a new engine can be in place and the ship back to sea within hours after docking.

Where did it all begin? One of the first attempts at containerization was made in Germany around the turn of the century. German movers constructed steel "lift vans" to carry household goods and the practice was adopted by Bowling Green Storage and Van Co., Inc. of New York. In 1901 they purchased 41 steel "lift vans" to move customers' belongings across the Atlantic on foreign flag vessels. They unwittingly set the pace for what was to become a revolution in shipping nearly half a century later.

The first commercial venture in container ships by the United States was Sea Land's Ideal-X, a converted World War II tanker, which sailed from Newark, N.J. to Houston carrying 58 containers. In 1958 Sea Land's Gateway City sailed from Newark to Puerto Rico, thus opening up U.S. sea trade via containers.

Now, 40 per cent of all U.S. flag ships in the liner trade carry containers. Of the 82 ships in the United States under construction or under way since September 1972, not one is a break-bulk vessel. By the end of the decade of the 70s, containers will carry four of every five tons of import-export trade to the U.S. and virtually 100 per cent of all trade to Puerto Rico and the Caribbean. There are presently 312 container ships in the combined merchant fleets of the world, aggregating a total of 4.3 million gross tons and another 1.9 million tons are either on order or under construction.

A new wrinkle in containerzation is the ship's stores container. Seatrain Lines' sister ships, the Euroliner, the Eurofreighter, the Asialiner and the Asiafreighter, each carry two 40-foot containers on the afterside of the superstructure. Each container is loaded with provisions for 28

IN A BOX: Chief Steward John Brandon and Galleyboy Danny Kelly examine the contents of the ship's stores container on the deck. The temperature-controlled container carries provisions for a 28-day voyage.

LOCKING: A corner casting device is used to lock containers on the deck. The stores container is in the rear.

days.

The stores container has four compartments, all temperature controlled, which hold various goods. There is a hardware locker, dry stores, a vegetable locker and a meat room. Only one container is used at a time. The other is carried as a spare—ready when the first is emptied or its contents damaged. When a ship arrives at its home port, the used stores container is taken off and replaced with a filled one which then becomes the spare for 28 days while the container that has been sitting idle is used.

The stores container saves money and manpower in several ways. First, since there is no handling of the stores, it is not necessary to hire gangs to load provisions since the container crane also lifts the stores box aboard. Time involved in loading is reduced from several hours to several minutes. Another advantage is the constant temperature control which prevents food spoilage. And finally, a pre-packed container allows a much more versatile menu for the crew.

The job of stewards and cooks is easier since they order the food they will need far in advance—and it is ready and waiting when they arrive in port.

The Eurofreighter recently arrived in Baltimore, Md. on a Monday morning after an Atlantic crossing. Cargo containers were loaded aboard and the empty stores container was replaced. Afternoon brought the news that a new gas turbine engine had arrived from New York by truck. A portable section of the bulkhead was removed, one of the engines was taken out and replaced with the new one. The ship sailed Monday evening.

That feat speaks for itself. The turnaround time of the Eurofreighter was a few hours as compared with several days for conventional break-bulk cargo ships. If the container is not the greatest change since the steam turbine. the chroniclers of maritime history are going to be hard-put to find something with greater impact.

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When two busloads of second and fifth-graders toured the USNS Kane, it seemed that she was

Awash with kidz

photos and story
by
Howard L. Rosenberg

MSC's oceanographic survey vessel USNS Elisha Kent Kane was abustle with activity as workers scurried about her decks putting the final touches on equipment as the ship was readied for a year's deployment in the United Kingdom coastal waters.

In the officers' lounge several scientists from the Naval Oceanographic Office sat speaking in hushed tones. There was an air of anticipation and jokes were whispered to ease the tension. A crew member entered the lounge and sauntered over to Robert Engler, senior scientist on board, and announced, "They're here."

The scientists stood and followed Mr. Engler to the gangway where they prepared to meet their fate. They faced two busloads of second and fifth-graders from the Fort Washington Forest Elementary School in Oxon Hill, Md., and the Weller Road Elementary School, Wheaton, Md. Their teachers had asked for a tour of the ship.

The children were divided into groups of seven or eight and each group was assigned to one of the scientists for, in the words of Engler, "a fifty-cent tour from stem to stern."

Up on the bridge, the MSC officer of the deck, Third Officer Calvin R. Putnam, turned on the radar sets and explained operation of equipment as simply as he could. He was soon fielding questions ranging from "Where's the speedometer?" to "Are we going to see a submarine today?" from a wide-eye, tow-headed second-grader who was a bit confused about what he had come to see.

Up the gangway.

The tours went smoothly enough with only minor complications resulting from curious hands turning knobs and flicking switches. Smiles were abundant as Third Officer Putnam and Engler exchanged sympathetic glances in the midst of some pretty complicated questions.

There is an interesting relationship between the master of an MSC oceanographic survey vessel and the senior scientist of Naval Oceanographic Office. The senior scientist is responsible for the operation of scientific equipment and directs the scientists on board, who may number anywhere from 15 to 25. However, when it comes to operation of the ship and the safety of its entire complement, the master is in control.

Kane's master Capt. Helmut Lener and Engler have an excellent working relationship. They are in agreement in efforts to constantly improve the habitability and operation of the ship. The staterooms aboard the Kane have been remodeled and refurnished, each one with colored

PLOTTING: Navigator Alfred Caruso explains tools and charts of his trade to an eager audience.

SENIOR SCIENTIST: Robert Engler always seemed to have a child under his arm during the tour.

Verrrrrry interesting.

carpeting and window curtains. Bright and individual compartments provide the ship's crew with a place to unwind after a difficult day.

The crew and the scientists get along exceptionally well and all seem to be on a first-name basis. But there is always a feeling of respect in the air. No one, or his rank, is taken for granted. Ship's crewmen and scientists, both are pros in their fields. Very often they help one another—a fact which demands that MSC crews on research ships include men who can learn new skills and perform a variety of tasks, some of them unique to a merchant mariner.

During the tour Engler paused to speak to a man who worked in a building overlooking the pier where Kane was docked. He asked whether a group could tour the ship before it left. He and his co-workers had been observing activity aboard the ship from their office window since it had docked, and were curious to look around. With a seven-year-old blond boy hanging from his free arm, and another brown-haired younster seemingly attached to his belt, a smile crept across Engler's face as he answered, "Well, at the moment we're awash with kids, but, tomorrow might be a good day!"

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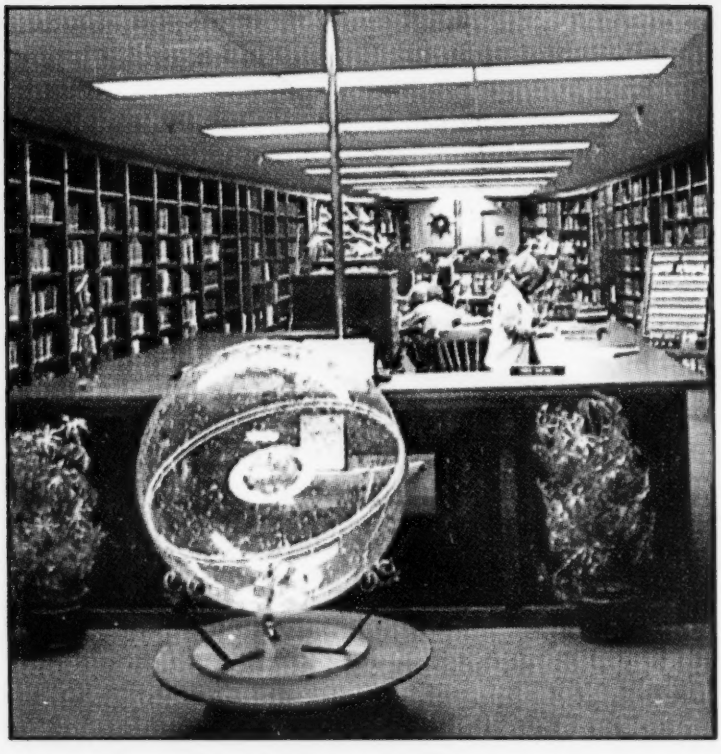


REFERENCE: A well-stocked modern library is available to all students.

Navigation, seamanship and lifeboat training are all part of the curriculum at the

Harry Lundeberg School

by
Jack Forrest Harry

The maritime industry, including Military Sealift Command, will reap considerable benefit from a rather revolutionary way of training seamen at the Harry Lundeberg School in Piney Point, Maryland.

Not only are men given trade and upgrade training, but a full course is devoted to securing high school equivalency diplomas for those who failed to complete their general education. Formal and informal classes and discussion groups in academic subjects such as geography, music, arts and crafts are offered for the sudents' intellectual enrichment. Partly because of the varied education offered, the next generation of seamen should be well-rounded men as a whole. At least those graduated by the Harry Lundeberg School will have had an opportunity to broaden their knowledge.

Purpose of the school, a Seafarers International Union institution which opened in 1967, is to train young men to replace retiring seamen—to replace them with skilled men. Complexities of modern automated shipping requires skilled people. Although on-the-job training at sea is by no means ended, certain minimum capability is necessary even for an inexperienced seaman to insure crew safety and efficient ship operation. Owners, quite naturally, are unwilling to trust unskilled men aboard their multimillion dollar investments. Searfarers International Union has recognized this fact and, through the Harry Lundeberg School, is meeting the challenge of providing well-trained seamen.

But developing marine skill is hardly the whole story of the school. It is an institution not limited by a narrow

view of its own industry, a school which is trying to broaden the education of those who go to sea. By augmenting excellent training in the marine trades with exposure to other academic disciplines, the school enriches the young men it trains. And, by removing young men from the street where trouble and misery inevitably breed, it helps enrich the nation.

Military Sealift Command benefits directly from the school to some extent and it provides assistance to the school. An example is the firefighting training administered at the MSC operated Bayonne firefighting facility where, through the Maritime Administration, the SIU school's students are sent. There they are qualified as fire fighters like all MSC seamen. The Military Sealift Command receives direct benefit from the school because government tankers such as the Shoshone and the Shenandoah, operated for the command by commercial firms, receive the trained students aboard as crew members.

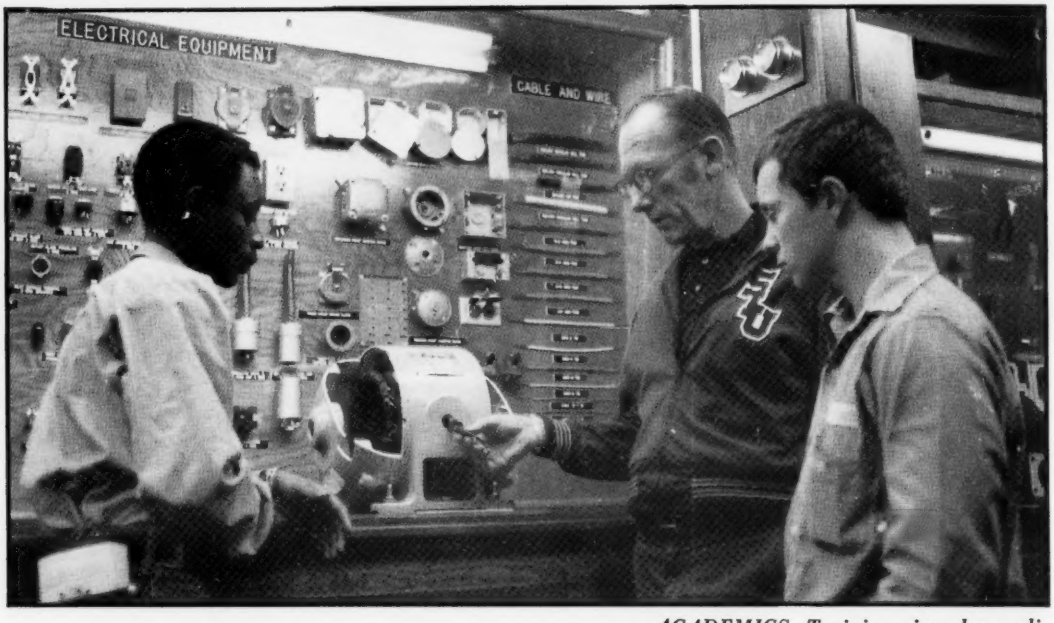
For Seafarers International Union, training seamen is nothing new. The SIU was created in 1938 with Harry Lundeberg—after whom the Piney Point School is named —as its first president. In 1957, after his death, Paul Hall became president. Since 1953, in the aftermath of the Korean War which again demonstrated a need for trained seamen to man America's merchant fleet, SIU has conducted training programs in ports around the nation.

In 1967, the union acquired the former Navy torpedo testing center at Piney Point where the Potomac River joins Chesapeake Bay. SIU converted the facility, and centralized all union training there.

TRAINING: Lifeboat training in icy waters also is a familiar experience for MSC seamen.

School president Hazel Brown wasted no time in developing a viable, rounded institution with facilities for both vocational training and general education. Director of Vocational Education Robert Kalmus has at his disposal vessels and classrooms fully outfitted for training deck, engine and steward seamen. Kalmus is no maritime amateur. He possesses a marine engineer's license and all members of his staff are well-rounded men drawn from the marine trades. The school's academic program is administered by qualified teachers with examinations being conducted by the Maryland Department of Education.

SCHOOL SHIP: Charles S. Zimmerman viewed from the deck of another school ship while lifeboat training is under way.



ACADEMICS: Training given by qualified marine instructors and the Maryland Department of Education is par excellance.

A modern library aboard one of the school ships, the Zimmerman, contains a large collection of both marine and general volumes. It also has an excellent history of the maritime industry and the union. Teaching aids required for the varied curriculum abound at the school and a large auditorium provides sufficient space for movies, meetings and programs.

There is no tuition cost for candidates wishing upgrading or for those who wish to become basic seamen (ordinary seaman, wiper, messman). The United States Coast Guard sends representatives to conduct licensing examinations when students are ready for the test. Each man receives free room and board and is paid $15 per week for personal essentials. Graduates get shipboard assignments before being released and receive full union benefits in the bargain.

The school occupies 53 acres bordering St. George's Creek at Piney Point, in a traditional maritime environment. Only a few miles away is St. Clement's Island where Leonard Calvert and companies landed from the Ark and the Dove in 1634 to establish the Colony of Maryland.

Although off campus entertainment is limited, because of the school's remote location, excellent recreational facilities are provided on campus. These include billiard and ping-pong tables, bowling alleys, a gymnasium, TV room and lounge. Wide-screen movies are shown every night in the Zimmerman's spacious theatre.

Everything is organized at the Harry Lundeberg School with the student in mind. The entire environment is that of clean, well-administered, spirited, modern, educational good-fellowship. And the results are inspiring. Since the beginning of the upgrade program at Piney Point in June 1972, more than 300 deck and engine endorsements have been acquired by seafarers, and 2,000 students have earned lifeboat tickets.

The Harry Lundeberg School at Piney Point is not only the largest of its kind in the maritime industry, it is an institution the industry, including Military Sealift Command, should support. It should be encouraged, not only because of the school's new concepts as to how seamen should be treated and trained, but because it provides opportunity for young men who would not otherwise have an opportunity to receive training which equips them for a lifetime career.

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There's been some changes made

as MSC reorganizes

"Dynamic/adj/marked by continuous productive activity, change." Webster's New Collegiate Dictionary.

Dynamic is a word often used to describe organizations —even those which tend to stand pat, doing the same thing in the same way, with the same organization, reasoning being that they are doing it well.

But, Military Sealift Command is literally a dynamic organization, a productive, active command which reshapes its organization and operating force to meet the needs of the user. It couldn't be otherwise for the name of the game in MSC is response to sealift requirements of the Army, Navy, Marines and Air Force.

Recent examples are the command organizational changes resulting from altered movement patterns for military cargo, which are in themselves a result of change in the world situation, notably the windup of the war in Vietnam.

Five MSC units in that country already have been closed. Included are those at Danang, Qui Nhon, Cam Ranh Bay, Vung Tau and Can Tho. With U.S. troops having been withdrawn from Vietnam, there no longer is a need for MSC units at those locations. At the height of the Vietnam conflict more than one million measurement tons of military equipment and supplies were being delivered there by sea.

Civilians now serving in Vietnam, who work for civilian contractors, still require some sealift support. Estimates are that about 70,000 tons a month are delivered by commercial companies serving the Republic of Vietnam—but no MSC ships are involved.

The MSC Office, Vietnam staff which once included 100 people, military and civilan, has been replaced by a group of five civilian transportation experts.

Other changes also are taking place. On March 1, the MSC unit in Thailand was upgraded to an office, a result of continued U.S. support of Cambodia. Come July 2, the MSC unit at Manila is slated to close—with that change again a result of phaseout of Vietnam operations. In FY 1969, ships carrying more than 15.8 millions tons destined for Vietnam and Thailand were supported by MSC's men in Manila. Many of the Vietnam bound ships stopped there for refueling. But, as the war gradually was phased down, MSC activity slowed with only 7.5 million tons delivered in Vietnam and Thailand in the past fiscal year.

Closeout of some MSC units, establishment of others, and changes of personnel strength in worldwide offices are not uncommon in MSC—and more can be expected in the future. If mission requirements change, a dynamic organization has to change its structure to effectively meet those requirements. MSC does just that.

OPERATIONS: Donald Gardner was the first to brief the staff as part of the new program.

MSC institutes a new program for more effective communication by

Breaking down walls

by
Larry Manning

Bamboo or iron curtain, Berlin Wall, generation gap, the battle between the sexes, a highly structured business or military organization, what do they have in common? One way or another they are either a means of stifling communication—or exist as a direct result of ineffective communication

While the generation gap and the battle between the sexes are largely a result of the inability of people with different value systems to communicate with one another on a free and equal level, walls limiting person-to-person contact between nations in conflict are intended to limit communication. They recognize that human understanding is a direct product of shared information and experiences.

In the military world—as in business—great emphasis is given to spreading the word. Pamphlets, house organs, newsletters and many other types of media are used, with varying degrees of success—or failure. Problem is that this is the era of specialization—the age of the expert who concentrates most of his efforts on one segment of the overall function. The organizational departmentalization which specialization creates is in itself a communications barrier. While those involved in a particular function know what they are doing, and why, they too often have little knowledge of what goes on in another office, division or section.

Recognizing the inherent problem in his Military Sealift Command headquarters, Rear Admiral John D. Chase is doing something about it. "What we are trying to do," he said, "is to develop broader understanding of all the activities going on in the command."

"This is a time of change in MSC. We are getting new types of ships, our mission is changing, and we are trying to meet new challenges with fewer people. Those people must be directly involved in a wide range of activity."

"In the past," the MSC commander continued, "we might have had two or three people working on a study. Results of their efforts were passed on to the top managers—but other departments were busy on their own studies, or their own tasks. Employees weren't always familiar with the work going on in an adjoining office."

Current MSC focus on communication isn't the result of a new idea—and there's nothing unique about it. What it amounts to is management emphasis on person-to-person communication. It's intended to help create a stronger sense of involvement, to provide useful information to managers at all levels, and to recognize the achievements of those who perform the hard work and create the ideas, techniques and systems which help MSC meet its worldwide sealift commitments.

The program isn't labeled with any catchy acronymn—

SYSTEMS ANALYSIS: Robert Nevel reports on a study he is conducting.

and it's not another contrived means to temporarily spotlight the guy or gal who labors behind management's main stage It's simply a direct means of tapping the skills, expertise, creativity, and wealth of ideas which exist in any functioning organization such as Military Sealift Command.

It began as the result of recommendations made by several of the top MSC managers who attend the two-a-week headquarters staff meetings. They felt that they didn't always have a good appreciation of the background details of a particular study, project, policy or operational recommendation. And they didn't always know who had done the ground work which went into a recommendation, or appreciate the thinking of its creator, since reports to them were ordinarily passed on by the division heads who join them at the conference room table.

Result was a decision to have those directly involved make periodic reports during the staff meetings. First was Donald Gardner, deputy operations officer. In a 15-minute briefing, he covered the current status of the command's Sealift Readiness Program, for which he has primary responsibility.

As a result of MSC Sealift Readiness Program, commercial shippers have committed 128 ships, almost 25,000 containers and nearly 8,000 trailers for military use in an emergency. Identified as to number and type, they help Defense planners develop more detailed and effective contingency plans.

Second to give a brief presentation to the assembled staff, augmented by key representatives from each headquarters division, was Robert Nevel. He is acting director of MSC's systems analysis division. Nevel updated staff knowledge of a study he is conducting, one designed to identify numbers and types of containers which would be available to military shippers in an emergency. When complete, it should provide Army, Navy, Marine and Air Force shippers with an inventory of what's available —while alerting them and MSC to potential shortages.

Next on the agenda of the program being monitored by LTJG Donald Curran, Admiral Chase's aide, will be Tim Sumner, a mechanical engineer on the headquarters staff. Tim will report on current engineering efforts in the field of electro optics—with emphasis on shipboard use.

Waiting in the wings for a chance to brief other headquarters staff members on Automatic Data Processing functions is Ms. Katherine Wiswesser, a computer systems analyst. She will compare capabilities of two computer systems for processing of shipping requirements and development of ship schedules to meet those requirements. One is an MSC developed system, SEACOP, Strategic Sealift Contingency Planning. The second, designed by Navy planners is dubbed REACT, Requirements Evaluated Against Cargo Transportation.

Future speakers include David Cook of the operations staff who has primary responsibility for planning exercises involving MSC. Cmdr. Michael McDonald will brief staff members on some of the details of varied oceanographic operations carried out by MSC ships. Also ticketed for reports are Frank Hayden, who heads the Ship Charter and Services Division and Dick Askren, director of the Ships Concepts and Development Division. Masters of some of the MSC ships which visit the Washington area also will be asked to report on their seagoing operations.

As can be seen, intent of the program to cover a broad range of specialized MSC activities is being carried out. Lieutenant Curran indicates that no attempt is being made to balance top and middle managers, men and women, military and civilian. "What we want to do," he said, "is to bring in people who are doing key tasks so, that the entire staff can become more familiar with work being done to meet command goals, the problems, the recommendations and especially the rationale behind those recommendations."

"We hope," he added, "that the ideas presented will help generate new ideas, new solutions, and innovative policies and techniques."

What it all adds up to is that MSC, a 23 year old organization, is seeking to insure that managerial rigor mortis doesn't set in. Any management text will remind you that progress is fueled by new ideas which reach the top level—and that loss of worker pride in his job is a certain result of non involvement.

Those same texts warn that old organizations tend to become rigid without forced feeding of the fresh blood represented by new people with different ideas, an inevitable result of successful managers tending to rely on the policies or solutions which made them successful. And, it's a fact of human nature that man tends to work best when he has an opportunity to bounce his ideas off other people—and to profit from their reactions to those ideas.

That's the "why" of the emphasis being given to improvement of MSC person-to-person communications—giving as many people as possible an opportunity to express their ideas and to project their views where it counts —in front of the people who make the major decisions. Like the walls of Jericho, those organizational barriers to communication can come tumbling down if someone sounds the right note, which MSC is doing.

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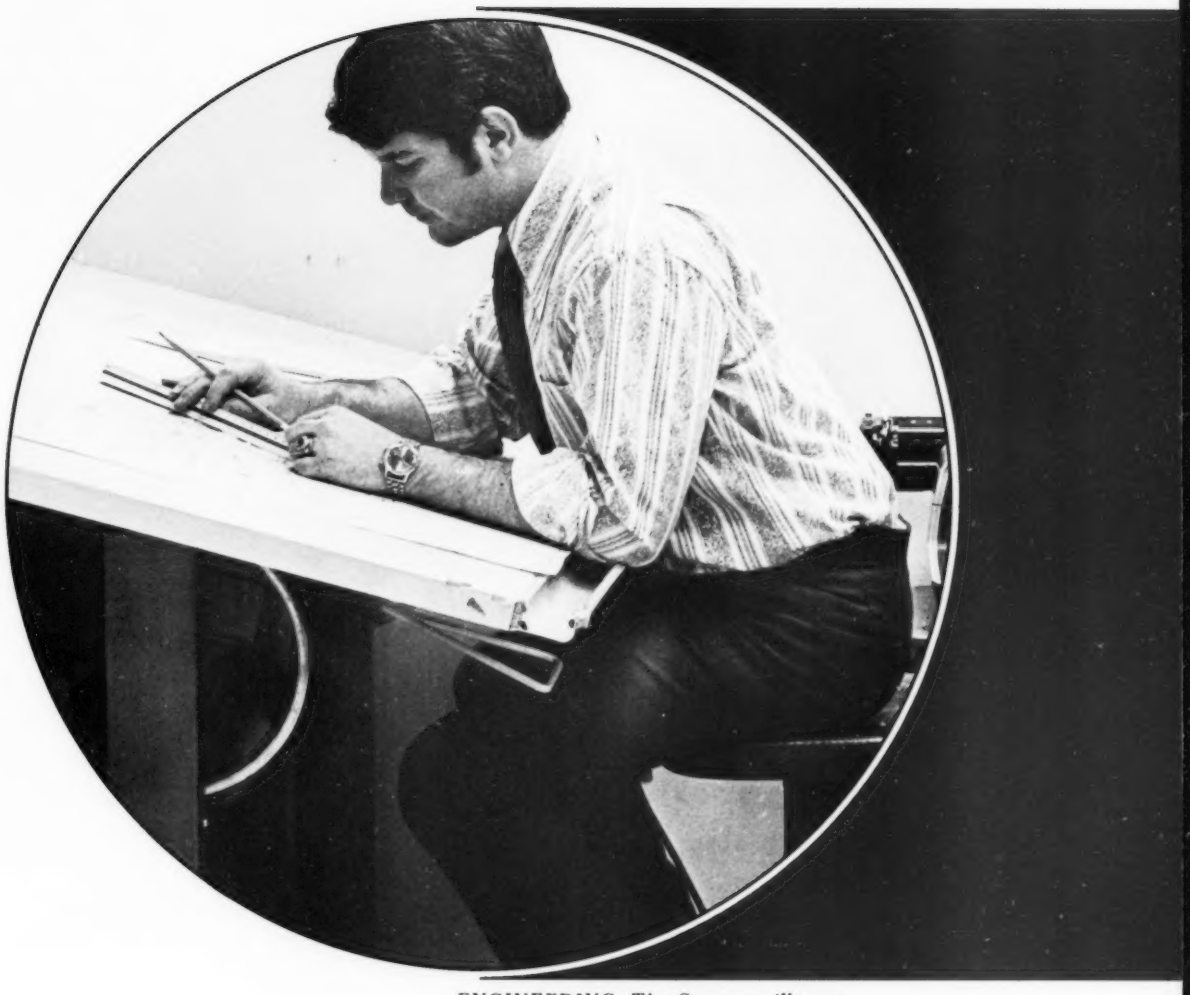

ENGINEERING: Tim Sumner will cover current engineering efforts in the field of electro optics.

"Checkmate"... See Story Page 7

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